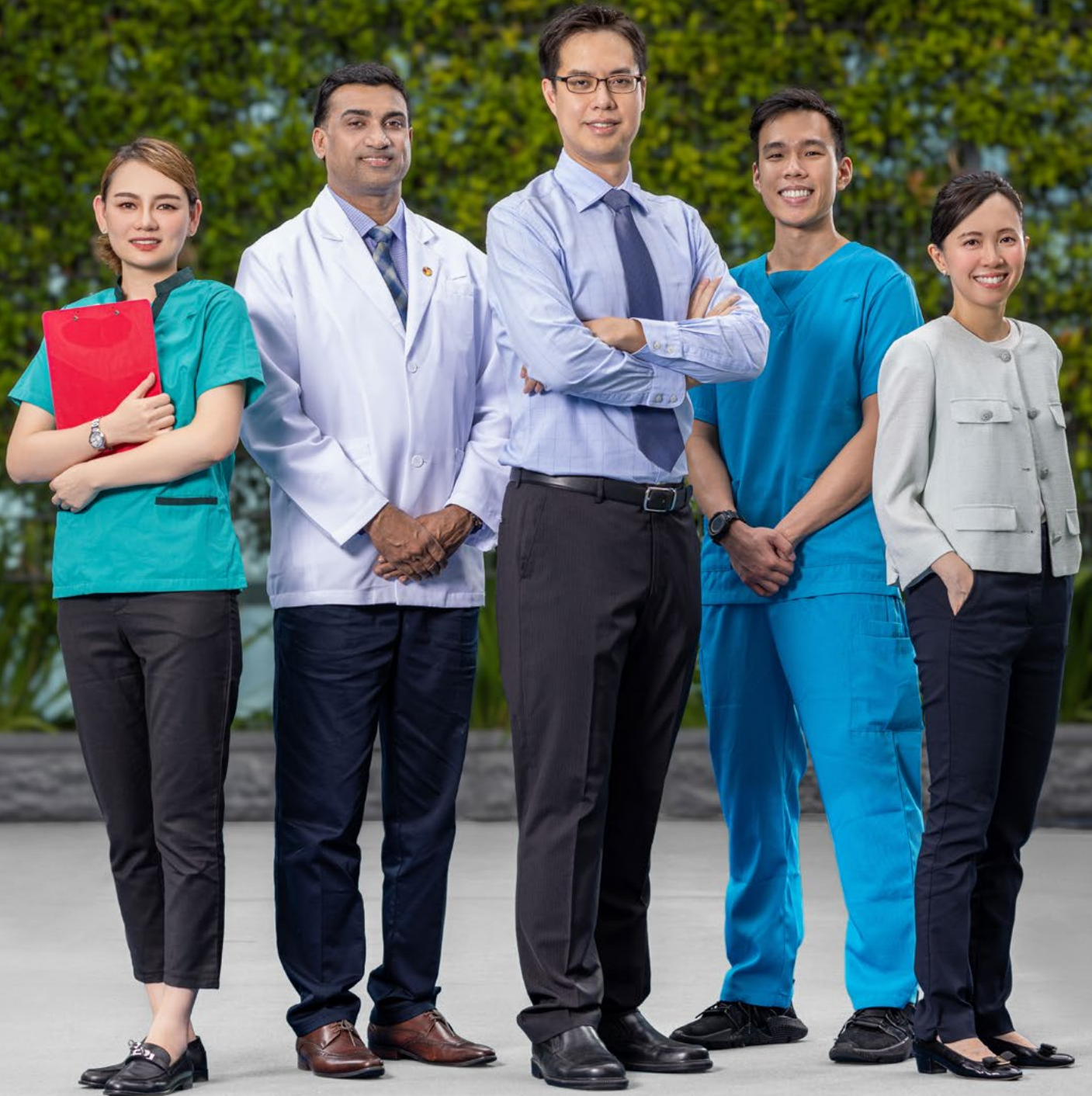


Our People, Our Pride



Sustainability Report

Board Statement

Raffles Medical Group recognises the importance of sustainability in safeguarding the well-being of our patients, employees, and the community. We are committed to integrating sustainability into our business operations and practices to create long-term value for our stakeholders.

The Board of Raffles Medical Group (also referred to as **RMG** or the **Group**) affirms that it specifically considers sustainability issues in providing strategic direction to the Group. The Group's senior management monitors and updates the Board on sustainability progress and assists in the formulation of the relevant strategies.

The Board also acknowledges its responsibility for the Group's sustainability reporting and Board members have completed the requisite sustainability training in accordance with SGX-mandated requirements. The Board believes the following report provides a reasonable and transparent presentation of the Group's strategy as well as its Environmental, Social and Governance (**ESG**) performance.

About This Report

This Sustainability Report (**Report**) supplements our last sustainability report published on SGXNet in May 2022 and highlights the developments and progress of our sustainability journey in the year 2022. The Report references the Global Reporting Initiative (**GRI**) Universal Standards 2021 issued by the Global Sustainability Standards Board and is guided by the SGX-ST Sustainability Reporting Guide (Practice Note 7.6). In preparing the Report, we continue to focus on communicating value creation through our ESG strategies. In the coming years, where appropriate for the Group's disclosures, we will progressively adopt the recommendations of the Task Force on Climate-related Financial Disclosures (**TCFD**) on climate-related financial information.

The Report covers the ESG performance of all the business divisions and subsidiaries within RMG over the reporting period. Information is extracted from primary internal records to ensure accuracy and is presented using internationally accepted measurement units. The Report does not include any restatement of previously published data nor significant changes from the previous reporting periods in the list of material topics and topic boundaries. As the Board reviews the Group's sustainability policies and processes in tandem with the evolving landscape and changes to disclosure best practices, appropriate recalibration may be made in subsequent reports.

In line with the SGX's requirements for internal review and/or external assurance of the sustainability reporting process and ESG information, the information contained herein has been reviewed by the Group's internal audit department, and sustainability reporting processes will continue to be audited as part of the internal audit cycle. The Group will monitor developments on the standard for sustainability reporting assurance which the International Audit and Assurance Standards Board is in the process of formulating and adopt the recommendations as appropriate for the Group following deliberation by the Audit & Risk Committee and the Board in consultation with internal and/or external auditors.

Sustainability Approach

We are committed to supporting the health and well-being of our employees and the communities in which we operate, while fostering ethical business practices, achieving business growth and high standards of governance. Our commitment to sustainability is anchored by our mission, vision, and values, which are the guiding principles for our business conduct.

We recognise the importance of climate-related disclosures in mitigating the effects of climate change. In addition to environmental disclosures made in the Report, we are in the process of formulating an approach for determining climate-related risks and opportunities as well as targets that would be meaningful to our stakeholders, to be incorporated into future reports.

Sustainability Governance

The Board has assigned the responsibility for monitoring and overseeing the Group's sustainability efforts to the Sustainability Committee (**Committee**).



The Committee comprises senior executives from key functions of the business. It oversees the development and implementation of our organisation-wide sustainability strategy and recommends the direction for reporting to the Board. Its responsibilities include reviewing, assessing, and determining the sustainability context, material topics, scope, boundary, and prioritisation of issues to be included in the report. It considers feedback from both internal and external stakeholders to determine the material issues in the report. The Committee convenes as and when necessary and is supported by a cross-functional team that gathers and verifies the data, including the internal audit department which undertakes internal assurance and reports independently to the Audit & Risk Committee. The Board is apprised of issues and progress relating to the Group's sustainability efforts and makes decisions on sustainability strategies at Board meetings or on an ad-hoc basis when required.









Stakeholder Engagement

We recognise that our sustainability efforts cannot be achieved alone. The key stakeholders in our sustainability journey comprise our patients / customers, corporate clients, employees, shareholders, suppliers and contractors, government and regulators, voluntary welfare organisations (VWOs), media, and the local communities. They were identified based on their level of influence and interest in our business activities and we engage with them on a regular basis to understand their perspectives and concerns, which in turn determine the Group's material sustainability topics.

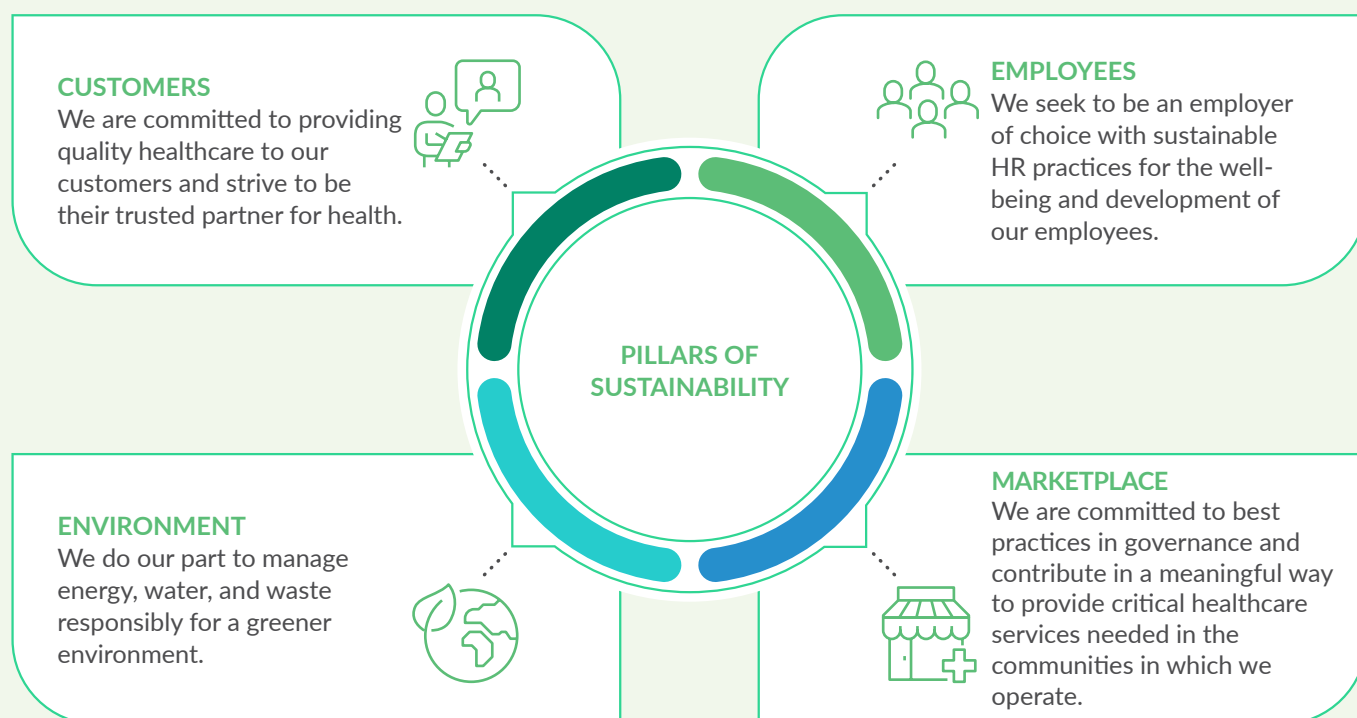
The Group engages the relevant stakeholders as follows:

Stakeholder	Key Focus Areas	Engagement Method
 <p>Corporate Clients, Customers</p>	<ul style="list-style-type: none"> • Access to healthcare • Patient safety and education • Data protection • Customer experience 	<p>We engage our corporate clients and customers through a variety of platforms and touchpoints, including:</p> <ul style="list-style-type: none"> • Regular health advisory content from Raffles experts • Monthly health e-newsletters on health trends and tips • Regular client meetings for human resource leaders and senior management • Client hospitality and networking events, where permitted • Scheduled meetings on data analytics • Health talks and webinars • Customised corporate events on employee wellness • Raffles Connect mobile application with various features on health news, alerts, and advisories • Regular feedback through surveys
 <p>Employees</p>	<ul style="list-style-type: none"> • Employee health and safety • Employee wellness • Employee retention • Employee volunteerism • Training and talent development 	<p>Our employees are kept engaged and updated through various platforms, which include:</p> <ul style="list-style-type: none"> • Monthly e-newsletters to overseas and local markets with the latest highlights and news of the month • Intranet that provides a platform for staff to be updated with company guidelines, news, and key human resource information • Internal events such as Nurses Day, annual staff meeting, physician summits, annual management meetings, New Year gathering and department quarterly social outings, where permitted • E-newsletters, emails, one-to-one performance appraisals (mid-year and year-end), staff meetings, and conferences • Raffles Recreation Club monthly e-newsletters that highlight staff perks and benefits through our partner network • Raffles Recreation Club activities that include subsidised sports, healthy lifestyle initiatives, family-oriented art, and cultural internal events • Volunteerism activities organised through the Asian Medical Foundation • Emails from Raffles Healthcare Institute offering more than 75 enrichment courses including General Management, Life Support and Nursing Education, amongst others to all employees (frontline and ancillary, supervisors, managers, and senior leaders) • Dissemination of information for professional development opportunities (e.g Continuing Nursing Education programmes accredited by the American Nurses Credentialing Centre)

Stakeholder	Key Focus Areas	Engagement Method
 Government and Regulators	<ul style="list-style-type: none"> • Compliance with relevant laws and regulations • Prompt and accurate regulatory disclosures • Support for national initiatives 	Periodic reports of various performance and clinical indicators, quarterly and half yearly update sessions with the ministries, and/or regulatory bodies
 Suppliers and Contractors	<ul style="list-style-type: none"> • Business performance • Fair tender process • Competitive pricing • Good quality of goods and services • Occupational health and safety • Compliance with laws and regulations 	Tenders, request for quotations and request for proposals, tender interviews, site visits, regular meetings, annual vendor evaluation, and email correspondences
 Shareholders	<ul style="list-style-type: none"> • Business and operations performance • Business strategy and outlook • Corporate governance • Compliance with relevant laws and regulations • Transparency and timely announcements 	<ul style="list-style-type: none"> • General Meetings of shareholders • Timely release of financial results together with results briefing sessions • Investor conferences, small group and in-house meetings, emails, and phone calls • Dedicated investor relations portal accessible through the Group's corporate website www.rafflesmedicalgroup.com • Timely SGX updates, where applicable
 Media	<ul style="list-style-type: none"> • Timely information • Transparent, open and effective communication 	Face-to-face meetings, emails, phone calls, media replies, media releases, media briefings, and media events
 Local Communities	<ul style="list-style-type: none"> • Contribution to and engagement with the local community 	Corporate website, social media, webinars, seminars, partnership activities, and Raffles Connect
 Voluntary Welfare Organisations	<ul style="list-style-type: none"> • Contribution to and engagement with the local community 	Regular discussions with VWOs including the Asian Medical Foundation to identify support needs, regular engagement with VWOs through employee volunteer initiatives

Pillars Of Sustainability

The Group is committed to adopting environmentally, economically, and socially sustainable practices to continue delivering value and achieving sustainable growth. Our sustainability approach is anchored on four key pillars: Customers, Employees, Environment, and Marketplace.




Prioritising Identified Aspects



Significance to Company	HIGH	Occupational Health & Safety	<ul style="list-style-type: none"> Employees Access to Healthcare 	<ul style="list-style-type: none"> Regulatory Compliance Patient Safety
	MEDIUM	Energy, Water	<ul style="list-style-type: none"> Procurement Practices Risk Management Training & Education 	<ul style="list-style-type: none"> Economic Performance Customer Experience Data Protection Digital Transformation
	LOW	<ul style="list-style-type: none"> Effluent & Waste Local Supplies 	<ul style="list-style-type: none"> Community Patient Education 	—
		LOW	MEDIUM	HIGH

Importance to Stakeholders


Key Sustainability Topics

Pillars	Strategic Area	Value Created	Challenges	Key Indicators	Targets
 Customers	Access to Healthcare	<ul style="list-style-type: none"> Comprehensive medical services Team-based care with integrated records Clinical governance peer reviews Quality assurance & audits Location of services within reach Primary care services Satellite hubs with specialist services Tertiary care facilities Member of Singapore's Community Health Assist Scheme (CHAS) in support of the national Primary Care Network (PCN) programme 	Competition for manpower / talents	Access points for patient care	Number of access points to patient care
	Patient Safety and Education	<ul style="list-style-type: none"> Quality healthcare Patient health advisories Access to healthcare information, services, and goods Participates in the Ministry of Health's Healthier SG initiative 	<ul style="list-style-type: none"> Patient education Outreach to patients 	Digital engagement	Digital outreach census
	Data Protection	<ul style="list-style-type: none"> Compliance with regulatory requirements and mitigation of risk Safekeeping of patient, corporate and strategic data 	Patient understanding and consent	Compliance with relevant personal data protection legislations	100% compliance rate
	Customer Experience	Customer satisfaction	Patient expectations	<ul style="list-style-type: none"> Annual Customer Satisfaction Index Repeat customers visits 	Annual improvement

Key Sustainability Topics

Pillars	Strategic Area	Value Created	Challenges	Key Indicators	Targets
 Employees	Employee Safety and Security	Ensure the safety and security of employees	Workplace safety advocacy	Workplace Safety and Health (WSH) audit	Successful completion of WSH audit
	Employee Health and Wellness	Improved physical and mental well-being of our employees	Programme advocacy	Availability of physical and wellness programmes	Increased percentage of employee participation
	Employee Retention	Improved retention rates	Competition for talents	Retention rate	Improvement of retention rate
	Employee Volunteerism	<ul style="list-style-type: none"> A socially responsible workforce Strong community spirit 	Meeting employee expectations on the choice of programme	Volunteerism hours	Improvement of volunteerism hours
	Employee Training and Talent Development	Broaden skillsets for employees to add value in service to customers, and assume roles, and responsibilities	Conducting face-to-face training in view of pandemic	<ul style="list-style-type: none"> Training hours Course evaluation 	Positive course evaluation ratings
 Environment	Energy	Reduced energy consumption	Creating employee awareness	<ul style="list-style-type: none"> Green mark building audit and compliance by 10% in tandem with GFA in the next 3 years Savings in consumption 	To reduce the electricity consumption index by 10% in tandem with GFA in the next 3 years
	Waste	<ul style="list-style-type: none"> Reduced disposal cost Reduced pollution to the environment 	Creating employee awareness	<ul style="list-style-type: none"> Increase recycling Cost savings 	<ul style="list-style-type: none"> To reduce the waste index by 5% in tandem with GFA in the next 3 years. To increase our recycling capacity to include plastic, metal and food waste
	Water Controls	Water conservation	Creating employee and patient awareness	<ul style="list-style-type: none"> Water consumption Cost savings 	To reduce the water consumption index by 10% in tandem with GFA in the next 3 years

Key Sustainability Topics

Pillars	Strategic Area	Value Created	Challenges	Key Indicators	Targets
 Marketplace	Fair Market Practices	Transparent pricing schedules	Competition	MOH pricing guidelines	Compliance with MOH guidelines
	Procurement Practices	Contribute to economy and business growth	<ul style="list-style-type: none"> • Inflationary cost pressures • Supply chain disruptions 	<ul style="list-style-type: none"> • Tender evaluation criteria • Cost savings 	Compliance with tender and procurement practices
	Risk Management and Internal Controls	<ul style="list-style-type: none"> • Ensure adequate and effective risk management that is aligned with the Group's business objectives • Mitigate business risks 	Keeping updated with the latest emerging threat and risk	<ul style="list-style-type: none"> • Code of conduct and business ethics • Incidents reported • Enterprise Risk Management (ERM) risk rating 	Annual risk assessment conducted Group-wide
	Community Development	Stronger public branding	Programme selection	Health campaigns	Completion of health awareness campaigns
	Digital Transformation	Reach out and engage clients and patients	<ul style="list-style-type: none"> • Rapid technology changes • Competition in the open market 	Digital engagement	Digital outreach census

Value Creation Scorecard

We believe that value creation is essential for ensuring that the group remains competitive, resilient and successful in the long-term. Our value creation scorecard enables us to track and evaluate our performance across the various dimensions of our strategic focus areas so that we make more informed decisions and create value for our stakeholders.

Strategic Area	FY2022	FY2021	FY2020
CUSTOMERS			
Customer Satisfaction Index*			
Raffles Hospital (%)	82	84	84
Raffles Medical Clinics (%)	66	71	73
Patient Safety			
Central Line-Associated Blood Stream Infection Rate (per 1,000 device days)	0	0	0
Ventilator Associated Pneumonia Rate (per 1,000 device days)	5.6	0	0
Catheter Associated Urinary Tract Infection Rate (per 1,000 device days)	0	3.1	0
Unscheduled Readmission Within 30 Days Rate	1.5	1.5	1.2
EMPLOYEES			
Permanent Employees	2,678	2,763	2,766
Average Training Hours Per Employee	19.3	11.7	6.5
Training Expenditure Per Employee (S\$)	129	150	21 ¹
Course Evaluation (%)	96	95	96
Staff Turnover Rate (%)	36	32	22
Staff Performance Review Rate (%)	100	100	100
Hand Hygiene Compliance (%)	95	94	94
ENVIRONMENT			
Paper Consumption (ton)	46	44	47
Water Consumption Index (m ³ / GFA)	1.01	1.03	1.18
Electricity Consumption Index (MWh / GFA) ³	0.18	0.16	0.19
General Waste (non-hazardous) Consumption Index (ton / GFA)	0.003	0.005	0.009
Biohazard Waste Index (ton / GFA) ³	0.014	0.020	0.024 ²
Paper Recycled (ton)	83	48	78
Food Waste Digested (ton) ⁴	48	30	-

* Scores relate to Singapore only, pending formulation of a common set of assessment criteria for the Group.

Strategic Area	FY2022	FY2021	FY2020
MARKETPLACE			
Revenue (S\$'000)	766,537	723,791	568,203
EBITDA (S\$'000)	236,062	160,632	123,937
Operating Profit (S\$'000)	195,846	121,306	88,442
Profit After Tax (S\$'000)	143,702	83,716	64,670
Operating Costs (including staff costs) (S\$'000)	578,648	616,334	511,346
Staff Costs (S\$'000)	341,746	386,973	291,698
Dividends (S\$'000) ⁵	70,473	52,312	46,607
Dividend Payout Ratio (%)	49	62	71
Local-Based Suppliers (%)	99	99	99
% of Actual Dollars Spent on Local-Based Suppliers	99	99	98
Employee Volunteerism (number of hours)	7,176 ⁷	544	36 ⁶
Employee Volunteerism (number of employees)	135 ⁷	68	15 ⁶
Community Training (number of external parties trained)	1,599 ⁸	383	1,531
Internships and Clinical Attachments	429	417	383

- 1 Value in FY2020 was lower due to a greater emphasis on online learning during COVID-19 and increased in FY2021 and FY2022 with gradual resumption of activities.
- 2 Value in FY2020 was higher due to COVID-19 related Personal Protective Equipment (PPE) expenditure and tailed down in FY2021 and FY2022 with decreased demand.
- 3 Units or basis of measurement have been updated in line with recommendations for reporting and figures in previous years have been revised for comparison purposes.
- 4 Food waste digester was installed at Raffles Hospital in FY2021 and at Raffles Holland V Mall in FY2022.
- 5 Comprising interim dividends paid and final dividends proposed for the financial year.
- 6 Volunteerism in FY2020 was limited due to the initial impact of COVID-19.
- 7 Volunteerism in FY2022 was higher due to Raffles China Healthcare staff volunteering in the community for COVID-19 testing activities and at the Beijing Winter Olympics.
- 8 Higher number of external parties trained in FY2022 due to inclusion of community training provided by Raffles China Healthcare.

Customers

We strive to provide quality healthcare services and effective solutions to our clients.

Senior Family Physician Dr Derek Li works closely with his patients to help them achieve their health goals.







Customer Service Excellence

Raffles Hospital's customer satisfaction scores which have remained consistently high in the past years is a testament to our commitment to service excellence and bringing value to our customers.

We place a strong emphasis on collecting feedback from our patients to continually improve the quality of care and services provided. Our hospitals in Singapore and China employ various methods to collect feedback, including in-person surveys, online feedback forms, and phone interviews. Patients are encouraged to provide feedback on their experiences, including their satisfaction with the care received, responsiveness of staff, cleanliness of facilities and ease of booking appointments.

Patient feedback is analysed and used to identify areas for improvement and develop action plans to address any issues raised. We are also constantly reviewing and looking into improving our communication and feedback channels with our patients.

We have various ongoing service improvement initiatives to equip our employees with the relevant knowledge and tools to better serve our patients and customers, achieving better client satisfaction and outcomes. Our Service Excellence Framework aims to Guide, Empower, Advance, and Recognise (**GEAR**) our staff in the development of their service skills. Through regularly updated training materials targeting these four pillars of service excellence, employees are nurtured to become outstanding service ambassadors.

Other service improvement initiatives to enhance patient experience and engagement include:

Service Recognition Programme: encourages a superior level of customer experience to further reinforce service excellence. This programme aims to recognise staff and in-house service providers who have shown exemplary commitment and dedication to our patients and customers in their line of work.

Service Roll Call: appreciation sessions where senior management acknowledge individuals and teams for good service given.



Service Engagement Round: addresses service issues, service standards and staff compliments through service roll call at the clinic level. The programme enhances service consistency to help our frontline staff deliver a positive experience in every interaction with our patients.

Service Excellence Campaign – “SG, May I Help You?”: advocates and unifies service mannerisms for all our frontline staff. It establishes a warm service persona from the first contact with our patients and aims to garner positive sentiments from our patients.

Service Excellence Leaders Engagement Workshops: we conduct regular online service excellence workshops to equip our frontline managers with the knowledge and skillset to meet patients’ evolving expectations.



Centre of Service Excellence

In 2022, RMG launched a new Centre of Service Excellence (CSE) for employees looking to hone skills and acquire knowledge necessary for providing the best possible care to patients and transcending beyond service ambassador proficiency to become a service leader. The courses offered at CSE are developed based on the SkillsFuture Singapore (SSG) service competency framework.

Healthcare Collaborations & Initiatives

Raffles Hospital Singapore has been a participant of the Ministry of Health’s (MOH) Emergency Care Collaboration (ECC) scheme since 2015 and our commitment was further renewed in 2022. Through this scheme, we provide emergency medical care to patients sent to the hospital by the Singapore Civil Defence Force ambulances. We are the only private hospital in Singapore taking part in the ECC scheme.



Raffles Hospital also accommodates Accident & Emergency transfers requiring admission from National University Hospital, Tan Tock Seng Hospital, Changi General Hospital, Khoo Teck Puat Hospital, Ng Teng Fong General Hospital, and Sengkang General Hospital.

By sharing patient loads, we help to ease inpatient caseloads in the public hospitals and contribute to the national effort to enhance access to healthcare.

In keeping with the objective of delivering quality healthcare to the masses and thereby improving outcomes, Raffles Hospital also supported the government’s EatSafe SG initiative, aimed at ensuring safety for individuals with swallowing difficulties (dysphagia).

The objectives of EatSafe SG are to:

- Improve patient safety
- Improve communication within and between healthcare professionals, healthcare providers and patients by reducing misunderstandings and ambiguity when communicating diet or fluid related information
- Adopt standardised diet and fluid labels and descriptors when conducting and publishing research that is aligned to the International Dysphagia Diet Standardisation Initiative (IDDSI) framework

With the above objectives in mind, our speech therapist and inpatient nursing team implemented recommendations by the MOH’s Singapore Dysphagia Diet Standardisation Committee for suitable patients.

Please refer to pages 23 to 25 under “Operations Review” for more information on our other healthcare collaborations and initiatives.

Delivering Enhanced Value

Clinical Research and Development

Raffles Hospital Singapore is involved in several clinical trials, which enable our local and overseas patients to access novel therapies and diagnostics. The hospital also supports academic and observational studies where our clinicians assess disease risk factors, observe the effect of diagnostic tests, treatments or interventions to develop better clinical guidelines and decision making.

24/7 Healthcare Access via Digital Platforms

Raffles Connect, our integrated healthcare application, which was launched in 2019, is continually enhanced to offer new healthcare services and improve patient experience.



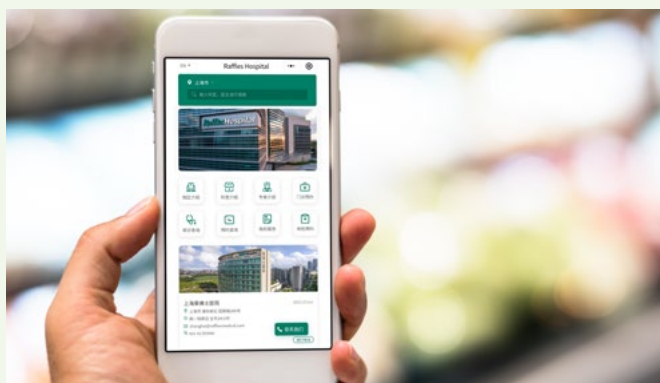
As the COVID-19 pandemic transitions into the endemic phase, Raffles Connect continues to support the nation's response efforts by focusing on teleconsultations. We offer remote access for medical consultations to citizens and residents, enabling them to receive medical care while staying safe at home.

As the national population health focus in Singapore shifts towards prevention and early detection under the Healthier SG programme, we are working towards supporting this national initiative by bringing greater focus and enablement to various aspects of wellness through Raffles Connect and other channels.

Digitalising Healthcare Systems and Services

The Group invests in technology to provide safe and efficient medical care for our patients across all territories in which we operate. The following digital initiatives were implemented in 2020 and 2021 and further enhanced in 2022:

- For easy management of manpower requirements, we maximise efficiency through a flexible workforce e-roster system.
- National Electronic Health Record (**NEHR**) collaboration – RMG's information technology department team worked closely with Integrated Health Information Systems (**IHiS**) to establish a seamless system integration with NEHR and the SmartCMS programme, contributing information pertaining to clinical indicators, chronic disease management, and vaccination programmes that improves patient safety and enhances patient experience.
- Raffles Clinic Management System (**RCMS**) and Electronic Medical Record (**EMR**) – implemented across our clinics in Singapore, Hong Kong SAR, Vietnam and Cambodia, these systems integrate registration, billing, and medicine dispensary information securely so that it is accessible and provides an overview of all records in a single system within each country. This enables our doctors to view patient records and use the EMR system for their respective practice.
- Raffles Hospital Shanghai, Raffles Hospital Chongqing, and Raffles Hospital Beijing employ an integrated IT solution within each hospital that interfaces various systems including those used for maintaining electronic medical records and resource planning, and provides real time data and medical information for clinicians and staff, thereby improving patient safety, healthcare standards, and productivity.



- A WeChat Mini Program that provides booking of appointments, e-commerce, and advisories for our China hospitals was launched to improve customer engagement.

Government Schemes – Community Health Assistance Scheme, Pioneer Generation, and Merdeka Generation Subsidy Programmes

All Raffles Medical and Raffles Dental clinics in Singapore participate in the Community Health Assistance Scheme (CHAS), Pioneer Generation (PG), and Merdeka Generation (MG) subsidy programmes to support the Singapore government's efforts to serve the community. For patients with chronic conditions, CHAS complements the Chronic Disease Management Programme (CDMP) that allows patients to tap on their Medisave to defray part of the outpatient treatments for chronic conditions, besides enjoying CHAS subsidies for the treatments.

Access to Patient Education Materials and Health Advisories

The Group posts curated information on health-related subjects to patients and members of the public, through our corporate website, Raffles Connect, social media channels including Facebook, Instagram, WeChat and YouTube, electronic direct mailers and printed brochures and materials.

We appreciate opportunities to engage the public through interactive encounters such as the live streaming sessions which our China team have held through WeChat. These sessions allow patients to engage our medical experts from within and outside of China directly on their queries and concerns on various medical topics.

We will continue to refresh the channels of engagement from time to time to enhance our outreach and accessibility to benefit members of the community.

Delivering High-Quality & Holistic Care

Our group practice model puts patients' needs first and allows us to deliver seamless, team-based care across disciplines, which results in better quality of care, and efficiency in the delivery of clinical outcomes.

We monitor patient safety indicators closely to gain insights and understanding of issues. Aligned to MOH licensing and accreditation standards in Singapore as well as the requirements of the relevant provincial and city (or municipality) Health Bureau Licensing Division in China, our hospitals measure clinical performance on these key themes (amongst others):

- Unscheduled re-admission
- Hospital-acquired infections
- Falls
- Medication-related events
- Surgery-related events
- Clinical outcome by speciality

The Group's quality management departments and clinical governance divisions support safety, quality care, and good clinical outcomes for our patients through a combination of the following:

- Leadership commitment and direction
- Policies and procedures
- Delineation of responsibilities
- Relationships with both internal and external customers together with partners
- Synergy in planning, both operationally and clinically, to achieve better patient outcome
- Monitoring and improvement mechanisms

The committees overseeing quality assurance and promotion constantly evaluate and review RMG's quality plans and programmes, with the following key tenets and objectives in mind.

	Clinical Quality	Operational Quality	Financial Quality	Service Quality
Key Tenets	<ul style="list-style-type: none"> • Clinical Performance Indicator • Clinical Outcome • Clinical Audit • Clinical Resource Utilisation 	<ul style="list-style-type: none"> • Hospital • Accident and Emergency • GP Clinics • Specialist Centres 	<ul style="list-style-type: none"> • Manage Costs • Value for Money 	<ul style="list-style-type: none"> • Service Recognition • Service Standards with an IMPACT • Grooming Guide • Staff Engagement and Communication • Customer Experience Improvement Initiatives • Service Training • Service Performance Measurement • Customer Experience Metrics
Objectives	ASSURE Best Outcome	BUILD Seamless Service	CREATE Value	DELIVER Service Excellence with Personalised Care

Clinician-based committees known as Quality Assurance Committees are tasked with responsibilities as outlined by each committee's terms of reference. By closely referring to evidence-based best practice and guidelines, clinical performance is discussed at the respective Quality Assurance Committees for improvement, implementation and deployment, and quality plans and deliverables are tracked and reviewed.

Quality Promotion

Our hospitals subscribe to local and international clinical surveillance, and reporting to promote transparent public reporting, and uphold high levels of clinical quality.

Some of the initiatives and programmes implemented in 2022 include:

- Annual Infection Control cum Quality Day
 - Enhances awareness of quality system and structure
 - Promotes understanding of infection control
 - Encourages interactive learning
- Annual World Hand Hygiene Day
 - Promotes good hand hygiene standards and practice among staff and public
- Annual Staff Meeting
 - Aligns the staff's goals and performance with the Group's strategic direction

In addition, RHCI conducted courses covering various topics such as General Management and Quality Management, Workplace Safety, Service Quality and Administrative Skills for the various groups of internal stakeholders including:

- Clinicians (e.g specialists, family medicine practitioners and dentists)
- Allied Health Professionals
- Nursing (inpatient and outpatient)
- Life Support

Delivering Best Outcomes

Ensuring delivery of high quality medical services necessarily means prioritising patient safety and striving for best outcomes.

Raffles Hospital Singapore adheres to MOH licensing and accreditation regulation requirements and its standards, which is rigorous in patient safety and patient care. The Hospital is assessed every two years.

In China, our hospitals combine the regulatory policies and requirements of the national, provincial and city (or municipality) Health Bureaus to ensure that we provide safe, quality, and standardised care to our patients.

We adopt international best practices on patient safety priorities, which include:

- Accurate identification of patients
- Improving effective communication
- Improving the safety of high-alert medications
- Ensuring safe surgery
- Reducing the risk of healthcare-associated infections
- Reducing the risk of patient harm resulting from falls

Clinical Audits

Clinical audits are done as part of the Group's medical professional clinical governance.

In Singapore, in addition to mortality and morbidity review, the following committees look into the different areas of clinical quality programmes:

- Medical Audit Committee
- Surgical Audit Committee
- Pharmacy and Therapeutics Committee
- Infection Control Committee
- Operating Theatre Committee
- Blood Transfusion and Tissue Review Committee
- Patient Case Review Committee
- Critical Care Committee
- Trauma Committee
- Genetic Testing Committee

In China, committees set up are to comply with prevailing regulatory policies and under the regulatory supervision of the respective central and district Health Bureaus. The core Clinical Quality and Safety Committees in all three China hospitals include:

- Hospital Medical Quality Assurance Committee
- Medical Affairs and Credentialing Committee
- Nursing Quality Assurance Meeting

- Therapeutics and Infection Control Committee
- Code Blue and Emergency Care Committee
- Infection Control Committee
- Medical Quality and Audit Committee
- Surgical Quality and Audit Committee
- Operating Theater Committee
- Patient Case Review Committee
- Biohazard Waste Management Committee
- Biosafety Management Committee
- Medical Records Management Committee

Other Sub-Committees (non-core) include:

- Blood Transfusion and Tissue Review Committee
- Emergency Service Management Committee
- Radiation Safety Committee

The non-core committees are set up when the relevant clinical departments are established to meet operational requirements. All Heads of Committees will report to the respective Hospital Senior Management Committee under the leadership of the Hospital Medical Director who reports to the Regional China Division Quality Committee led by the Managing Director.

Clinical Resource Utilisation

Resource utilisation is embedded in the terms of reference of the relevant quality assurance and clinical governance committees to help the Group look into accessibility of services through the use of data. This allows our hospitals to optimise limited resources to ensure we meet our patients' needs.

Incident Reporting

The Group's leadership advocates sharing of feedback by our healthcare professionals across all spectrums in our hospitals. This includes reporting on an event, a process, or condition that causes harm or has the potential to cause harm or injury to our patients and customers.

In addition, there is proactive review of clinical incidences and feedback where a team of healthcare professionals relevant to that process comes together for general consensus following an in-depth deliberation. There are also processes in place for group-wide escalation and standardisation. This culture of maintaining open conversations and accountability ensures we have the opportunity to improve on current practices.

Employees

We are a holistic employer that focuses on developing the careers of our employees, as well as ensuring their physical and emotional well-being.

Employees at Raffles Medical Group work closely across disciplines to deliver quality patient care.

*From left to right:
Senior Staff Nurse Hafizah Binte Hassan, Senior Staff Nurse Fabian Chew, Nurse Clinician Maliza Binte Saparuan, and Senior Staff Nurse Thian Jan Kian.*





Talent Development & Retention

Hiring, Recruitment and Retention

As we transitioned to living with COVID-19 in 2022, and following the resumption of normal activities, we were faced with a global shortage of healthcare professionals. We also had to compete locally for healthcare professionals as well as face global cross-border competition from countries with more liberal open-door policy towards immigration of healthcare professionals.

Our consistent outreach efforts and engagements with local nursing students and nursing graduates ensured that there was a steady stream of young nurses joining the Group. To further mitigate the impact on service standards to our patients, we worked with ministries and governmental bodies such as the MOH, the Ministry of Manpower (MOM), and the Singapore Nursing Board to hire foreign trained nurses to support our operations.

To attract and retain our healthcare professionals, we recognise that we have to remain competitive and offer value added holistic employment opportunities. To this end, our robust and accredited training programmes, which are described in more detail later in this section, have helped us attract and retain our healthcare professionals.

In addition to training, we also provide opportunities for selected employees to further their continuous education for their personal development and offer career advancement to match their training and qualifications.

Training, Learning and Development

The Group strongly believes in the personal development of our staff and are committed to nurturing employees who embody our values and culture. Accordingly, RHCI, the education arm of RMG, was commissioned in 2013 with the objective of training local and overseas healthcare professionals and operation staff. Information on RHCI's activities in 2022 is set out at pages 26 and 27 of the "Operations Review" and page 46 under "Quality Promotion".

We will continue to invest in developing our employees through specific knowledge and skills they need in their jobs. Building a world-class team with high-level capabilities not only helps the business, it also supports us as a choice employer. Employees are also offered various training initiatives such as mandatory core training, department specific functional training, on-the-job training, cross-training in multiple functions, and mentoring. At RMG, it is vital for employees to keep themselves abreast of the latest technological and industry developments. The Group is constantly creating opportunities for employees to grow through continuous training and professional development.



Employees are also given the opportunity to upgrade their skills and qualifications through study sponsorships. We support our people in their continuous learning journey. In 2022, we sponsored five employees for their advanced diploma and tertiary level qualifications. We will continue to nurture and sponsor high potential employees to strengthen both their clinical and management skills for career development.

Recognising the need to invest in renewal of the workforce, we offer Raffles scholarships to promising talents interested in a career with the Group. In addition to bursaries to support students through higher education, we also offer internship opportunities in a range of relevant disciplines. More details are provided at page 61 under "Scholarships, Bursaries & Internships".

Awards and Accreditations

- Nursing Continuing Professional Development Premier Award 2022



The Nursing Continuing Professional Development (NCPD) Premier Award is presented to accredited providers who serve as role models and exemplars in the field of NCPD. Raffles Hospital is the first private hospital in Asia to receive this award.

The award is testament to Raffles Hospital's commitment towards NCPD that meets the learning needs of our nurses. As nursing is a profession operating in a complex and ever-changing landscape, we recognise the importance of ensuring that our nurses are kept abreast of the latest developments and up-to-speed on the best nursing practices, through having access to well-structured training programmes. Maintaining the highest calibre in our nurses would in turn contribute towards uplifting the recovery journey of our patients.

- **Accreditation with Distinction by American Nurses Credentialing Centre**

Raffles Hospital Singapore is the only hospital in Singapore that has been awarded Accreditation with Distinction, the highest recognition awarded by the American Nurses Credentialing Centre (ANCC), as a provider of nursing continuing professional development. For our consistent efforts, we have received re-accreditation that is valid until 2026.

An ANCC accreditation is awarded to organisations that have demonstrated quality and excellence in curriculum design and delivery of continuing nursing education. This accreditation is testament that our nurses receive and will continue to receive updated knowledge of the best nursing practices, and access the highest calibre of education to meet certifications or licensure requirements, which in turn adds value to the recovery journey of our patients.

- **Re-Accreditation as Baby Friendly Hospital by Association for Breastfeeding Advocacy (Singapore)**



Raffles Hospital received accreditation under the Baby Friendly Health Initiative (BFHI) in 2019 and became the first private hospital in Singapore to receive re-accreditation in November 2022. Please refer to page 23 under "Operations Review" for more information.

- **Renewal of Accreditation by Singapore Resuscitation and First Aid Council (SRFAC)**

In 2022, RHCI successfully renewed its accreditation as one of the recognised Basic Cardiac Life Support and Automated External Defibrillation (BCLS AED) Instructor Training Centre from the Singapore Resuscitation and First Aid Council. The accreditation underscores RHCI's position as a BCLS AED course provider, and adds to the recognition of credentials from our corporate clients.

Workplace Safety & Health

Safety and health are everyone's responsibility and we work together to create a safe workplace for our stakeholders. We strive to achieve safety and health excellence consistent with international best practices, pursuing the goal of zero workplace accidents.

Our Commitment

- Comply with all applicable legal requirements, standards, codes of practices, and other requirements
- Empower all employees to intervene and communicate any potential or unsafe situation
- Establish a system of incident and accident reporting and analysis
- Seek engagement of various stakeholders to effectively implement Safety and Health Policy objectives
- Establish relevant training programmes to maintain a high competency of safety and health knowledge, and safe work practices
- Continual improvement through on-going review of our Safety and Health Management System

Empowering Our People

At RMG, we empower our employees to take ownership for safety. They are encouraged to notify their superiors of any potential or unsafe work situations and to propose solutions. Through such pro-active behaviour, employees and management can work together to institute safeguards before accidents occur.

The following are controls and measures in place to monitor, track and review workplace health and safety:

- Risk Management Framework
- Safety and Health Policies and Procedures
- Workplace Safety Training
- Inspections

Safety and Health Performance

Appropriate inspections are conducted around the workplace, for instance, where addition and alteration work takes place (for renovation / construction), to ensure compliance in our workplace and to protect our staff, patients and visitors from potential accidents and injuries. We have zero work-related fatalities and dangerous occurrences. Incidents relating to work-related hazards occur infrequently and common hazards in RMG include:

- Sharps injury
- Struck by objects
- Slips, trips, and falls

The Group is represented in the national Workplace Safety and Health Council (Healthcare), which works closely with the MOM and other government agencies, the industry, unions, and professional associations to develop strategies to raise Workplace Safety and Health standards in Singapore.

We have received BizSAFE Level 3 certification by the Workplace Safety and Health Council since 2013 and continued to maintain and subscribe to BizSAFE Level 3 requirements in 2022. Besides striving for continuous improvement through on-going review of our Safety and Health Management System, the BizSAFE certification process also ensures that we have in place measures to manage potential terror threats through incorporating SGSecure elements.

In addition, the Fire Safety Award was presented to Raffles Hospital in 2022 by the National Fire and Emergency Preparedness Council for attaining commendable standards of fire safety. We promote a strong fire-safety culture and best practices that are enforced vigilantly in all our premises.

Annual Review of Risk Assessment

We conduct risk assessment review annually, which is more frequent than the national regulatory requirement of once in three years. This rigorous effort enforces and ensures that our employees take ownership to:

- Assess their respective work processes and activities
- Identify process change, new workplace hazard and/or patient safety concerns
- Revise and update the organisational risk register

We have also incorporated SGSecure components into our risk assessment to mitigate potential terror threats, in line with the national movement.

Strengthening the Raffles Culture

We are committed to conducting our operations with integrity and in compliance with applicable laws and regulations, while respecting the human rights of our employees, customers, suppliers, and other stakeholders.

Fair Employment Practices

As a responsible corporate citizen, RMG recognises that respect for human rights is a fundamental responsibility that underpins our sustainability and reputation.

To fulfill our commitment, the Group implements fair employment practices, which provides equal opportunities for our employees. We adopt a human resources policy that combines a role-based system that grades individual employees based on the extent of their roles, with a performance-based approach to evaluation, and compensation based on the outcomes of their job performance within their respective roles. We respect the right of employees to adhere to normal or agreed working hours in accordance with company policies established in compliance with the laws and regulations.

The Group is also committed to ensure that the welfare of workers and labour conditions within its supply chain meets or exceeds recognised standards.

Diversity

The Group supports the Tripartite Guidelines on the re-employment of older employees. We believe diversity in our workforce is critical in giving us the added advantage of strength and local knowledge because of the diverse markets and patient-groups that we serve.

We recognise the importance of embracing diversity not only among staff members but also at the apex of our governance structure. Please refer to page 78 under "Corporate Governance Report" for our Board diversity policy and objectives.

Conducive Working Environment

We work hand in hand with our employees to build a conducive workplace. Senior management values employees' feedback and takes the lead in creating an inclusive work environment based on mutual trust and respect. Various feedback channels are provided for them to contribute to the improvement of the workplace. RMG adopts an open approach in communications with employees to keep them aligned with the Group's actions and directions, in our journey to shape the future of healthcare.

Employees' views are actively sought after and acted upon, and autonomy of thought and action is encouraged. Employees are empowered to create a stimulating work environment for themselves and their colleagues. For instance, our nursing team authors the "Nursing Times", a quarterly e-newsletter, which aims to provide content that engages and inspires our nurses, facilitates the exchange of ideas, and keeps them abreast of the latest hospital practices and updates.

Quarterly social engagements are funded by the company to encourage the respective departments to hold social activities for its employees. Professional consultation and referrals under the Employee Assistance Programme (EAP) are also available to help employees gain insights on their emotional well-being and seek treatment if necessary.

Larger scale events such as the Annual Staff Meeting and Annual Management Seminar are organised to keep employees posted on the Group's results and performance as well as important developments that are in the pipeline. These sharing sessions help employees forge closer working relations and engagement across teams.

Employee Wellness and Benefits

At RMG, we aim to provide a work environment that is engaging, safe, and conducive for every employee.

Regular social engagement sessions within departments, and also larger scale get-togethers, when circumstances permit, keep employees engaged and help impart a sense of belonging to the Group. When travel restrictions were relaxed, cross-border staff engagement also resumed. With the progressive lifting of COVID-19 safe distancing restrictions, Annual Dinner and Dance, gatherings, and smaller-scale fairs for employees resumed.

With increased emphasis being placed on preventive healthcare and employee wellness, we aim to organise more health and wellness events to engage our employees, with activities targeted at encouraging employees to adopt a healthier lifestyle.

Every year, we provide free health screening and seasonal influenza vaccination for all employees, with an option to upgrade to a comprehensive health screening with their flexi-benefits. The annual health screenings provide employees with greater awareness of their health status.

To cater to diverse needs, the company offers benefits packages with different options and flexibility. Employee benefits include:

- Medical and dental consultation and/or treatment reimbursement
- Hospitalisation benefits
- Comprehensive health screening applicable to employees above 40 years old
- Additional insurance coverage (other than Work Injury Compensation insurance coverage)
- Transport reimbursement
- Training and development
- Reimbursement for professional fees with professional associations
- Long Service Award

Part-time employees enjoy pro-rated benefits in accordance with their working hours.

Employees are eligible for parental leave, maternity leave, paternity leave, and childcare leave in line with the relevant regulatory guidelines of each of the jurisdictions in which we operate.

Environment

Climate change affects everyone and it is critical for organisations to adopt increasingly environmentally friendly ways of operating. We recognise that the pursuit of energy and resource efficient business practices, including energy and water conservation and increased recycling activities, is not only good for the environment but enables us to respond to climate change regulations swiftly and manage our business more efficiently. We actively seek to reduce our environmental impact and work with our partners, government agencies, and suppliers to continuously advance our efforts in this area.





Energy & Resource Conservation

Food Waste Initiatives

As part of our ongoing efforts to reduce our environmental footprint, Raffles Hospital Singapore invested in a food waste digester in 2021 to reduce food waste disposal. The food waste digester converts food waste into grey water, which is then discharged into the public sewers for further recycling at the treatment plants.

In 2022, we digested approximately 48 tons of food waste in Raffles Hospital as compared to about 30 tons in 2021.

A food waste digester was also installed at the Raffles Holland V mall in November 2022. We have seen increasing usage of the digester since its deployment and are optimistic that it will enable us to achieve higher food waste reduction in subsequent years.

As per regulatory requirements in China, food waste is collected and processed centrally. A food waste truck operated by the environment council collects food waste from hospitals in China to the processing plants to be processed by the following means:

- Landfill
- Decomposition to become fertiliser or to generate energy
- Reprocessed into usable oil

Green Mark Certification

Raffles Hospital is Green Mark certified by the Building and Construction Authority (BCA). In our drive towards greater environmental sustainability, we have put in place further measures to reduce consumption and wastage, the most impactful being the systemic management of our air conditioning operations and installation of water efficient sanitary devices.

Better Energy Management

All our properties in Singapore continued to maintain the required efficiency standards as verified by the three-yearly energy audit by BCA, with our latest audit having been conducted in April 2022. We will continue to adopt resource efficient policies and measures to reduce our carbon footprint, such as installing a hybrid thermal DC inverter air conditioning system, which collects thermal energy from the surroundings and the outdoor air conditioning units, and uses this energy to maintain the pressure in the compressor, thereby reducing the need for additional electricity to run the refrigeration cycle.

Moving forward, we will look to invest in innovative solutions to further improve our energy and electrical consumption and efficiency as well as CO₂ emissions.

Recycling

Waste Minimisation and Recycling

In 2022, we sourced for suppliers from whom to procure packaging made from recyclable or sustainable materials, and added recycling bins at our facilities to encourage staff members and the public to reduce, reuse, and recycle.

Our waste consumption index decreased from the previous year despite our medical facilities serving more patients and employees returning to work in the office. Biohazard waste has also been further reduced.

Our recycling efforts continued to see positive results. We recycled 83 tons of paper, which was over 70 per cent higher than what we achieved in 2021. Metal recycling, at 0.8 tons of metal, increased by approximately 67 per cent from the previous year. We recycled 0.67 tons of plastic waste, which was approximately a ten-fold increase from 2021.

Water Conservation

Water Efficiency

Water consumption has decreased from 2021 despite the return of patients and employees returning to work in the office.

We have plans to install a new water treatment system for cooling equipment at our hospitals. This is expected to result in a reduction in the use of chemical in our cooling tower maintenance, while at the same time, achieving better cost efficiency with reduced water wastage.

We will continue to explore and adopt new technologies that will lower our impact on the environment, while enabling us to achieve greater energy efficiency and water conservation in our operations.

Green Products

We remain committed to working with our partners to use only green and eco-friendly products, where possible, in our medical facilities in Singapore. Besides environmentally friendly cleaning agents, disinfectant chemicals and toiletries, our cleaning staff use janitorial tools that help to conserve water and reduce the wastage of detergents / chemicals.

SG Clean Certification

Raffles Holland V mall's SG Clean Certification has been extended by Enterprise Singapore until June 2023. We continue to extend support to the National Environment Authority's campaign to uphold good sanitation and hygiene practices, and play our part through concerted efforts to raise cleanliness and hygiene in our facilities.



Marketplace

RMG is committed to being an active and responsible corporate citizen by investing time and resources to make a positive impact to the communities in which we operate.

Senior Staff Nurse Moe Moe Aye attending to a patient.





Supporting Government Initiatives

COVID-19 Projects

We continued to be a key partner to the government in the fight against COVID-19, as Singapore's leading operator of mass vaccination centres and extending our support to operating Community Treatment Facilities to care for COVID-19 patients.

Outside of Singapore, our staff and healthcare professionals in our three hospitals in China stepped up to the challenge during a difficult year for China operations and supported their local communities in various government-led COVID-19 initiatives throughout this period.

Tapping on our Raffles Connect application, we continue to provide primary care for simple acute conditions via video consultations and facilitate work and travel with remotely supervised self-administered Antigen Rapid Tests.

Enhanced Screen for Life (SFL)

Raffles Medical supports SFL, the national screening programme by Singapore's Health Promotion Board that offers Singaporeans and Permanent Residents health screening recommendations and the necessary follow-up based on age and gender. Since 2017, PG cardholders, CHAS cardholders, and all other eligible Singaporeans can access subsidised chronic disease blood test, colorectal cancer test and cervical cancer test with one post screening consultation at a subsidised fee at Raffles Medical's CHAS clinics.

Primary Care Network (PCN)

Raffles Medical has been a participant of the MOH's PCN Scheme since 2018. Under the scheme, the MOH will provide funding of operational and administrative support to Raffles Medical General Practitioners (GP) for managing patients with chronic disease conditions. RMG's PCN has nurse counsellors, care coordinators, and chronic disease registries to manage patients with more complex chronic conditions and care needs.

Giving Back to Society

The Group regularly organises and participates in corporate volunteerism activities that reinforce a culture of giving back.

COVID-19 Vaccination and Testing in China

In China, this spirit was exemplified when our hospitals deployed staff to conduct COVID-19 testing in the community in support of government efforts. In Beijing, we deployed medical teams to provide assistance during the Winter Olympics in the early part of 2022. Raffles Hospital Beijing also ramped up its vaccination services, particularly to expatriates and local clients, during the COVID-19 outbreaks in December 2022.

Zion Home for the Aged

Our long-standing tradition of volunteerism includes monthly medical visits to Zion Home for the Aged, a registered charity that provides sheltered care for aged females.

Since 2015, doctors and TCM physicians from the Group have visited the residents of Zion Home for the Aged to provide medical consultations and acupuncture services, which have contributed towards improving the residents' health and well-being. Despite activities having been put on hold in recent years, we are channeling efforts towards extending our support to the home for many more years to come.

Metta School – Social Competence Learning Programme

Since 2018, RMG airport staff has been collaborating with Changi Airport Group employee volunteers to run corporate social responsibility activities for Metta School. Metta School is a non-profit Social Service Agency that serves students with mild intellectual disability and autism spectrum disorders. In 2022, as part of Metta School's Social Competence Learning Programme, over 30 students from Metta School visited the Raffles Medical clinics at Changi Airport to learn how to seek treatment at a GP clinic. Through these visits, the students were taught the various aspects of independent living, from interacting with doctors and nurses, proper medication usage to handling monetary transaction.

Health Supplements

We provide complimentary supplements to members of the community through various events such as health talks and charity events. This effort raises awareness on the importance of health and wellness and provides an avenue for those in need of such support to receive the needed help.

Scholarships, Bursaries & Internships

RMG Scholarships

In 2022, we awarded five scholarships through the Raffles Management Associate Programme to both local and international students from NUS, NTU and SMU, continuing our mission to nurture the next generation of healthcare and other professionals in a range of disciplines.

RMG Bursaries

Since 2011, the RMG Bursary has provided financial assistance to our employees' children by defraying the cost of their school fees and textbooks. In 2022, the Bursary was awarded to 21 children.

Clinical Training and Internships

In collaboration with local universities, medical schools, polytechnics and vocational institutions, we provide clinical training for undergraduates and postgraduates as physicians, nurses, allied health and healthcare managers and other disciplines. These include clinical attachment and supervision for residents enrolled under the NUHS Family Medicine Residency Programme, as well as Family Medicine training postings for medical students from the National University of Singapore's Yong Loo Lin School of Medicine and Duke-NUS Graduate Medical School, and the Nanyang Technological University's Lee Kong Chian School of Medicine.

In 2022, Raffles Healthcare Institute collaborated with various post-secondary educational institutions to provide a total of 325 clinical attachments for undergraduate and postgraduate students. A total of 24 A-Level and International Baccalaureate graduates participated in our Frontline Service Experience Programme offering an immersive six-month internship experience.

As a leading private healthcare institution, we believe our attachment and internship programmes offer valuable hands-on experience in a dynamic environment, allowing participants to apply their academic knowledge, passion for healthcare and gain practical skills.

Community Investments

The Asian Medical Foundation (AMF) was established in 2003 by a group of doctors and nurses in RMG, with the aim to serve the medical and healthcare needs of the poor and the under-privileged. Our investments in these strategic corporate social responsibility programmes serve to contribute towards the well-being of the Singapore community.

AMF has undertaken several initiatives to support the elderly who have been severely impacted during the challenging times in recent years, through AMF's Silver Care Fund, established to help needy and vulnerable Singaporean seniors. Targeted to alleviate financial constraints and improve physical and mental well-being, these initiatives include:

All Day Breakfast – This is a weekly breakfast programme held on Saturdays, organised by Kampong Glam CC and sponsored by AMF Silver Care Fund. Volunteers distribute hot nutritious breakfast to elderly staying in single room or rental flats.

Engaging Seniors Through the Arts – Prior to the COVID-19 pandemic, the Singapore Esplanade regularly brought live music performances to the bedsides of beneficiaries staying in hospitals, nursing homes and welfare facilities as part of their "When Music Meets Life" initiative. The objective was to share the joy of the arts with vulnerable seniors through these performances. Due to the pandemic, this programme was adapted to take place online and performances were brought virtually to beneficiaries via Zoom. AMF sponsored three runs of this programme in 2022.

Caregiver Support Network – This programme, which is sponsored by AMF and managed by Marine Parade GRC, provides social-emotional support to caregivers of the elderly, equip caregivers with skills to better care for their loved ones, build a community of mutual support among caregivers, and provide ad-hoc caregiver financial support.

Home+ Monitoring Programme – Through collaboration with the Singapore Red Cross, AMF sponsored motion-detecting devices that alert Red Cross responders to unusual patterns in daily activities of elderly in their homes, enabling assistance to be despatched promptly in cases of emergency.

AMF Elder Vouchers – Since 2021, AMF has worked with the Agency for Integrated Care to distribute grocery voucher to seniors who have little to no family support and living in one or two-room Housing Development Board flats. The grocery vouchers enable the recipients to purchase necessities to support their daily living.

AMF Elder Health – In response to COVID-19 and to help the elderly with digitalisation, AMF sponsored SingHealth's Telehealth pilot project that aimed to provide accessible, safe and better care for seniors staying in the east of Singapore. The project has been ongoing since 2021 and supports the implementation of telehealth solutions in the community, so that seniors with chronic yet stable conditions can consult their doctors without making a trip to the polyclinic or hospital. Seniors with chronic medical conditions and require post-discharge care were trained to use digital platforms to manage their health conditions, such as monitoring their blood pressure and other medical conditions using the devices provided and video consultations.

Membership of Associations

The following is a non-exclusive and non-exhaustive list of associations of which we are members:

Japan

- All Japan Hospital Association
- Japan Medical Association
- Japanese Society of Travel and Health
- National Federation of Health Insurance Societies
- Osaka Medical Practitioner's Association

People's Republic of China

- Alpha Omega Alpha Honor Medical Society (Elected)
- American Federation of Medical Research
- American Society of Nephrology
- American Society of Pediatric Nephrology
- Canadian Association of Pediatric Nephrologist
- Canadian Chamber of Commerce (East)
- Canadian Pediatric Society
- Chambre de Commerce et d'Industrie Française en Chine (CCI FRANCE CHINE)
- Chongqing Association of Foreign Investment Enterprises
- European Chamber (Nanjing, Southwest, Shanghai)
- French Accueil (Shanghai, Beijing)
- French Chamber
- International Society of Hemodialysis
- International Society of Peritoneal Dialysis
- Japanese Association (Tianjin)
- Japanese Chamber (Beijing)
- Nanjing International Club (Nanjing)
- National Kidney Foundation
- Sacramento Pediatric Society
- SingCham (Beijing, Chongqing, Shanghai)
- Society of Pediatric Research (Elected)
- Pudong New Area Health Workers Association (Shanghai)

Singapore

- Allied Health Professions Council
- Duke-NUS Medical School
- General Insurance Association of Singapore
- Lee Kong Chian School of Medicine (NTU)
- Life Insurance Association Singapore (LIA Singapore)
- Institute of Singapore Chartered Accountants (ISCA)
- Management Development Institute of Singapore (MDIS)
- Singapore Business Federation (SBF)
- Singapore Dental Council (SDC)
- Singapore Institute of Management (SIM)
- Singapore Medical Association (SMA)
- Singapore Medical Council (SMC)
- Singapore National Employers Federation (SNEF)
- Singapore Nursing Association (SNA)
- Singapore Nursing Board (Insurance / overseas)
- Traditional Chinese Medicine Practitioner's Board (TCMPB)
- Workplace Safety and Health Council (Healthcare)
- Yong Loo Lin School of Medicine (NUS)

Vietnam

- The Japanese Chamber of Commerce and Industry in Vietnam (JCCI)
- The Japanese Chamber of Commerce and Industry in Ho Chi Minh City (JCCH)

Our Suppliers & Contractors

We build ethical and win-win partnerships with our suppliers and contractors. We advocate ethical business practices through establishing policies and practices that ensure a fair selection and procurement process. We maintain good relationships with our vendors through ongoing engagement during meetings and tender interviews, to ensure continuity of services and to keep them abreast of our latest developments.

Local vendors have always been our preferred option in procuring products and services due to proximity, shorter turnaround time, and delivery of reliable products and services. Our business activities with them have supported indirect job creations and sustained local businesses.

Supply Chain

We are committed to ensuring that the welfare of workers and labour conditions within our supply chain meet or exceed recognised standards. There are no significant changes to our organisation and supply chain.

Ethics and Ethical Trading

We are committed to managing our vendors ethically and effectively to ensure safe and sustainable practices, which create value for all our stakeholders. We ensure that our employees uphold professional standards, workplace standards and behaviors that are consistent with the Group's policy and practices. We are committed to working against corruption in all its forms, including extortion and bribery.

All new hires are required to attend onboarding programmes within the first three months of employment, during which employees are briefed on values, principles, ethics, standards, and code of conduct.

Procurement Practices

We work with suppliers, sub-contractors and other service providers to adopt responsible business policies and practices for mutual benefit, while not compromising the Group's policies and guidelines. In Singapore, we have a centralised procurement team handling purchases of our network of clinics located island wide. This has enabled us to achieve economies of scale and operational efficiencies. These efficiency gains are passed on to our patients and customers in the form of more affordable healthcare products and services.

We collaborate with suppliers and contractors to achieve our policy aspirations in the delivery of products and services. We encourage vendors to adopt responsible business ethics and practices for mutual benefits. For material projects, tenders are called and evaluated by the Tender Evaluation Committee to ensure fair competition.

In China, we have adopted strict multi-party quotation procedures while concurrently maintaining a trusted supplier database to enable economies of purchase and efficiencies. Through this, we can offer more affordable and reliable healthcare products and services to our patients and customers.

Corporate Governance

Customer Privacy

Patient confidentiality is an important aspect of healthcare and we strive to protect and maintain confidentiality for our patients. We have clear policies pertaining to the Personal Data Protection Act (PDPA). We obtain patient consent for collection and use, and disclosure and processing of personal data for exclusive healthcare related use. We work closely with third parties who support the healthcare delivery (including insurance companies and other healthcare companies) to ensure compliance with the Group's personal data protection policy. Patients can at any time choose to unsubscribe or opt out from SMS reminders. Staff are guided to call patients only for matters related to direct patient care. The Group's privacy statements can be found on the corporate website (www.rafflesmedicalgroup.com).

In line with the PDPA, RMG has appointed Data Protection Officers to ensure that adequate action is taken to protect customers' personal data. Policies are in place to address data protection issues.

The Information Technology department and the Medical Records Office manage secure databases to safeguard personal data and patient records. We adhere to security best practices adopted by the Healthcare and Financial Services industries. The Group has been audited against the Monetary Authority of Singapore Technology Risk Management Framework. We engage Managed Security Services Providers to advise the Group accordingly. Employees undergo orientation and e-training and are regularly updated on the latest cybersecurity threats and best practices.

In order to protect the data of our patients or corporate clients, we have various security technologies in place such as Web Application Firewalls (to detect DDOS, web application cyber-attacks), Next Generation Firewall (to prevent unauthorised intrusions), Advanced End Point Prevention (to prevent zero-day exploits), and Security Monitoring by a Managed Security Provider. This is in addition to the alignment of industry security best practices with our people (through security awareness programmes) and processes. In 2022, the Group successfully attained ISO 27001 certification for its information security management system.

Please also refer to page 102 under "Risk Management" for information on the Group's approach towards managing information technology risk.

Compliance

The Group is committed to comply with all the relevant statutory and regulatory requirements applicable to our operations.

Policies and processes have been set in place for compliance and adherence to national standards and regulations including those of licensing, infection control, workplace safety, and other statutory requirements. We are committed to exercise the utmost vigilance wherever our products and services are involved, whether they are distributed by one of our distribution channels or externally. This vigilance extends to third party products and services where, for example, the company is acting as the distributor.

All Raffles Health Insurance staff complete an e-learning programme from an accredited Institute of Banking and Finance training provider. The training modules include:

1. Ensuring Good Customer Outcomes
2. Anti-Money Laundering and Counter-Terrorist Financing
3. Business Continuity Management
4. Compliance Induction
5. Insurance Fraud
6. Sanctions
7. Operational Risk Management Essentials
8. Preventing Financial Crime
9. Conduct Risk in Insurance: Conflicts of Interest

Management makes regular periodic reports and updates to the MOH and the MOM in Singapore as well as other government agencies and regulatory bodies in the regions where we operate.

Policies and processes have been set in place for compliance and adherence to national standards and regulations including those for licensing, infection control, workplace safety, and other statutory requirements.

The Group has not identified any significant non-compliance with national standards and regulations.

Anti-Corruption

We recognise the need to manage our exposure to corruption risk through good corporate governance, business ethics, and strong internal controls in our business processes.

We conduct an annual enterprise risk assessment applicable to all business units in the group. The assessment allows us to identify and mitigate areas of high risk, including corruption. All identified business risks including residual risks, are reported to the Audit & Risk Committee and subsequently to the Board of Directors.

Staff undergo e-learning on anti-corruption and anti-bribery standard operating procedures training during the year. The various whistleblowing channels are also highlighted during the training.

We provide guidelines on suitable staff responses to gifts from customers or business associates. These guidelines serve to protect and uphold the reputation, professionalism and integrity of the Group and its staff. This is to avoid any corporate obligation to customers or business associates resulting from gifts or favours received.

All members of senior management, physicians as well as staff who are involved in procurement make annual declarations of any conflict of interest. For risk management purposes, certain group of staff except physicians and nurses are required to take block leave break of at least five consecutive working days at least once a year. The block leave should be scheduled at the beginning of the year.

We conduct annual vendor evaluation to ensure that contractors and suppliers comply with certain performance standards as required by the Group.

Whistleblowing

We have a whistleblowing policy and procedures that enable staff and other persons to raise in confidence, whether anonymously or otherwise, concerns on possible improprieties within the Group, without fear of reprisal in any form. Please refer to page 94 under "Corporate Governance Report" for information on our whistleblowing policy and procedures.

Please also refer to page 101 under "Risk Management" for information on the Group's approach towards managing compliance risk.

GRI Content Index

RMG has reported the information cited in this GRI content index for FY2022 with reference to the GRI Standards (GRI 1: Foundation 2021).

GRI Standards	Disclosure	Reference / Remarks
GRI 2: GENERAL DISCLOSURES 2021		
Organisation and its reporting process		
2-1	Organisational details	<ul style="list-style-type: none"> About Raffles Medical Group p.1 Operations Review p.22
2-2	Entities included in the organisation's sustainability reporting	<ul style="list-style-type: none"> About Raffles Medical Group p.1
2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> About This Report p.30
2-4	Restatements of information	<ul style="list-style-type: none"> About This Report p.30 Value Creation Scorecard p.38
2-5	External assurance	<ul style="list-style-type: none"> External assurance has not been sought for this report. We may consider seeking external assurance for future reports.
Activities and workers		
2-6	Activities, value chain, and other business relationships	<ul style="list-style-type: none"> About Raffles Medical Group p.1 Financial Highlights p.4 Financial Report p.103
2-7	Employees	<ul style="list-style-type: none"> About Raffles Medical Group p.1 Value Creation Scorecard p.38 Employees p.48
2-8	Workers who are not employees	<ul style="list-style-type: none"> Information unavailable. Further analysis required.
Governance		
2-9	Governance structure and composition of the highest governance body and its committee	<ul style="list-style-type: none"> Sustainability Governance p.30
2-10	Nomination and selection of the highest governance body	<ul style="list-style-type: none"> Sustainability Governance p.30
2-11	Chair of the highest governance body	<ul style="list-style-type: none"> Board of Directors p.10 Sustainability Governance p.30 Corporate Information p.72
2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> Board Statement p.30 Sustainability Governance p.30
2-13	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> Sustainability Governance p.30 Corporate Governance Report p.73
2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> Sustainability Governance p.30 Corporate Governance Report p.73

GRI Standards	Disclosure	Reference / Remarks
Governance		
2-15	Conflicts of interest	<ul style="list-style-type: none"> • Corporate Governance p.63 • Corporate Governance Report p.73 • Interested Persons Transactions p.99
2-16	Communication of critical concerns	<ul style="list-style-type: none"> • Sustainability Governance p.30 • Corporate Governance Report p.73
2-17	Collective knowledge of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance Report p.73
2-18	Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance Report p.73
2-19	Remuneration policies	<ul style="list-style-type: none"> • Sustainability Governance p.30 • Corporate Governance Report p.73
2-20	Process to determine remuneration (and stakeholders' involvement in remuneration)	<ul style="list-style-type: none"> • Corporate Governance Report p.73
2-21	Annual total compensation ratio	<ul style="list-style-type: none"> • Information unavailable. Further analysis required.
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> • Chairman's Message p.6 • Board Statement p.30
2-23	Policy commitments	<ul style="list-style-type: none"> • Board Statement p.30 • About This Report p.30
2-24	Embedding policy commitments	<ul style="list-style-type: none"> • Sustainability Governance p.30
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> • Sustainability Governance p.30
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> • Stakeholder Engagement p.32 • Whistleblowing p.64 • Corporate Governance Report p.73
2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> • Board Statement p.30 • About This Report p.30
2-28	Membership associations	<ul style="list-style-type: none"> • Membership of Associations p.62
2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> • Stakeholder Engagement p.32
2-30	Collective bargaining agreements	<ul style="list-style-type: none"> • Workplace Safety & Health p.51 • Strengthening the Raffles Culture p.52
GRI 3: MATERIAL TOPICS 2021		
3-1	Process to determine material topics	<ul style="list-style-type: none"> • Pillars of Sustainability p.34 • Key Sustainability Topics p.35
3-2	List of material topics	<ul style="list-style-type: none"> • Key Sustainability Topics p.35
3-3	Management of material topics	<ul style="list-style-type: none"> • Key Sustainability Topics p.35 • Value Creation Scorecard p.38

GRI Standards	Disclosure	Reference / Remarks
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> • Financial Highlights p.4 • Value Creation Scorecard p.38 • Financial Report p.103
201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> • Environment p.54
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	<ul style="list-style-type: none"> • Value Creation Scorecard p.38
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> • Our Suppliers and Contractors p.62 • Anti-Corruption p.64 • Risk Management p.100
205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> • Our Suppliers and Contractors p.62 • Anti-Corruption p.64 • Risk Management p.100
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	<ul style="list-style-type: none"> • Value Creation Scorecard p.38 • Waste Minimisation and Recycling p.56
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> • Value Creation Scorecard p.38
302-3	Energy intensity	<ul style="list-style-type: none"> • Value Creation Scorecard p.38
302-4	Reduction of energy consumption	<ul style="list-style-type: none"> • Energy & Resource Conservation p.56
302-5	Reductions in energy requirements of products and services	<ul style="list-style-type: none"> • Better Energy Management p.56
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	<ul style="list-style-type: none"> • Key Sustainability Topics p.35 • Value Creation Scorecard p.38
303-2	Management of water discharge-related impacts	<ul style="list-style-type: none"> • Water Conservation p.57
303-5	Water consumption	<ul style="list-style-type: none"> • Value Creation Scorecard p.38

GRI Standards	Disclosure	Reference / Remarks
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	• Value Creation Scorecard p.38
306-2	Management of significant waste-related impacts	• Energy & Resource Conservation p.56
306-3	Waste generated	• Value Creation Scorecard p.38
306-4	Waste diverted from disposal	• Energy & Resource Conservation p.56
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	• Value Creation Scorecard p.38
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	• Employee Wellness and Benefits p.53
401-3	Parental leave	• Employee Wellness and Benefits p.53
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	• Workplace Safety & Health p.51
403-2	Hazard identification, risk assessment, and incident investigation	• Key Sustainability Topics p.35 • Value Creation Scorecard p.38 • Workplace Safety & Health p.51
403-4	Worker participation, consultation, and communication on occupational health and safety	• Workplace Safety & Health p.51
403-5	Worker training on occupational health and safety	• Workplace Safety & Health p.51
403-6	Promotion of worker health	• Workplace Safety & Health p.51
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	• Workplace Safety & Health p.51
403-8	Workers covered by an occupational health and safety management system	• Workplace Safety & Health p.51
403-9	Work-related injuries	• Workplace Safety & Health p.51
403-10	Work-related ill health	• Workplace Safety & Health p.51

GRI Standards	Disclosure	Reference / Remarks
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	• Value Creation Scorecard p.38
404-2	Programs for upgrading employee skills and transition assistance programs	• Talent Development & Retention p.50
404-3	Percentage of employees receiving regular performance and career development reviews	• Talent Development & Retention p.50
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	• Value Creation Scorecard p.38
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	• Value Creation Scorecard p.38
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	• Procurement Practices p.63
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	• Value Creation Scorecard p.38

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